



## San Francisco Medical Center

Message from Chief Nurse Executive  
**Bridget Williams, DNP, MSN, RN, NEA-BC**

Dear Colleagues,

As we close another year, I want to take a moment to express my deepest gratitude for your hard work, dedication, and commitment to excellence. Your contributions have not only propelled us forward but have also enriched the culture and spirit of our workplace.

This past year has been filled with challenges and achievements, and through it all, you have demonstrated resilience and adaptability. Your innovative ideas and collaborative efforts have played a crucial role in our success, and for that, I am truly thankful.

As we look ahead, I am excited about the opportunities that await us. Together, we will continue to push boundaries, exceed expectations, and achieve new heights.

Thank you for being an integral part of our journey. Your passion and drive make all the difference.

## Overview

### Kaiser Permanente San Francisco Medical Center

Membership: 238,135

### Kaiser Permanente San Francisco Tertiary Referral Center

We are proud to continue to serve our community by being a tertiary referral center for Cardiac Services, High-Risk Maternity, and Gender Affirming Care.

### Kaiser Permanente's Mission

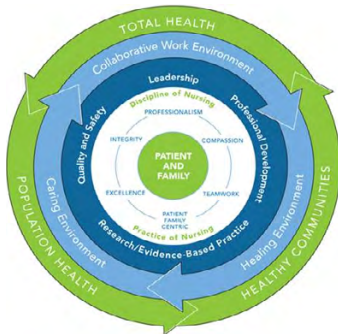
Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

### Our Nursing Vision

As leaders, clinicians, researchers, innovators and scientists, Kaiser Permanente nurses are advancing the delivery of excellent, compassionate care for our members across the continuum, and boldly transforming care to improve the health of our communities and nation.

Extraordinary nursing care. Every patient. Every time.

### Nursing Professional Practice Model



Our National Nursing Professional Practice model provides a framework and foundation for all nurses as we engage in our daily work. Every Kaiser Permanente nurse practices under this national nursing model.

## Culture of Excellence



Kaiser Permanente nurses are committed to creating and sustaining a Culture of Excellence on the journey to advance professional practice. Research has demonstrated excellence in clinical quality and care experience across Magnet designated

organizations. Professional nurses working in Magnet® organizations have shown high levels of engagement and job satisfaction.

The Magnet® journey is an acknowledgement of the teamwork, integrity, compassion, professionalism, and extraordinary nursing care provided to every patient, every time.

In support of the Magnet® journey, and pursuit of nursing excellence, Kaiser Permanente San Francisco senior leadership sent five frontline staff members to the Magnet® Conference in Chicago, IL.



Magnet Conference – October 12-14th 2023

# Transformational Leadership

## Shared Leadership

In October 2022 the San Francisco Medical Center kicked off Voice of Nursing (VON) Shared Governance with representatives from multiple departments. On December 1st, 2023, the 9th Annual Nursing Consortium was held with presentations from departments across KFH and TPMG, sharing their best practices and celebrating the DAISY award recipients.

As the VON group progressed on their journey, there was a decision to transition the council's name to Professional Governance Council (PGC) as the group felt this was more representative of their profession and the impact on nursing practice. The PGC acts as a coordinating council between the unit councils and the Core Councils which include Professional Development, Nursing Research and EBP, Quality & Safety, and Nursing Practice.

The Nursing Practice core council has grown to include care experience, caring science and Equity, Inclusion, and Diversity. As the PGC has continued to grow they have worked closely with performance improvement consultants to help expand use of data, project management skills and sustaining changes. The PGC has supported the development of unit councils progress on the maturity model from level I, beginning, to level II, growing in 2023!

## 2023 Annual Consortium San Francisco



## Community Health

As part of its core mission, Kaiser Permanente exists not only to provide quality, affordable health care services to its members but also to improve the health and well-being of the communities it serves. Every three years, Kaiser Permanente San Francisco conducts a Community Health Needs Assessment

which guides our investments and informs our business decisions. For 2023-2025, these priorities include Access to Care and Coverage; Behavioral Health; Income and Employment; and Housing. We partner with community-based organizations that address our identified health needs.

Key stakeholder involvement has enabled Kaiser Permanente San Francisco to establish networks within the city that benefit a broad swath of residents. Whether partnering with the city and county as well as nonprofit partners to host community vaccine clinics, sponsoring community events that promote health and wellness, or providing Community Health grants that support underserved communities, Kaiser Permanente San Francisco approaches each project with one goal: to improve the lives of San Franciscans and to make the city a better place for everyone who lives and works within it. Three examples follow:

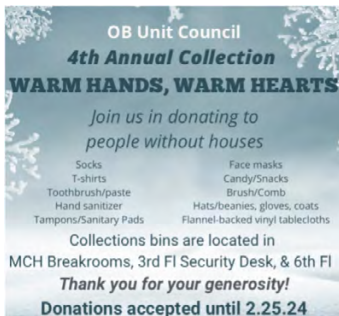
In July 2023, Kaiser Permanente San Francisco hosted a health care career panel with students from Mission Graduates' Impact Gen, a cohort of first-generation college students. KP provided shuttle transportation for the group from the nonprofit's location in the Mission to our Mission Bay Medical Offices. Students were able to tour the facility, hear inspiring stories of different health care career journeys and engage in a dialogue with panelists.

As a 2023 Healthy Living Sponsor of the Chinatown Community Health Fair, Kaiser Permanente provided free blood pressure screenings and a Talk to a Doc booth where our bilingual physicians and staff from our Chinese Module were able to answer questions and engage with participants to discuss health education resources related to heart health and high blood pressure prevention. In addition, Kaiser Permanente also provided giveaways such as branded bags and cooking measuring utensils to support healthier eating and living after participants received blood pressure consultations. Kaiser Permanente's sponsorship helps to support 500 - 900+ low-income community members annually.

Kaiser Permanente awarded a \$50,000 grant to St. Anthony Foundation to assist homeless and low-income individuals in accessing health coverage. This includes supporting the Tenderloin community in retaining Medi-Cal coverage, enrolling eligible but unengaged individuals in Medi-Cal, and helping ineligible individuals transition to other coverage.

## Warm Hands, Warm Hearts Community Initiative Lead by OB Unit Council

KP SFO has had an influx of unhoused patients admitted to the hospital with limited access to health. Healthy People 2030 counts housing instability as a major factor in its Economic Stability Social Determinant of Health (Healthy People 2030, 2023). As nurses serving the community of San Francisco, the Kaiser San Francisco Obstetrics (OB) Unit Council are aware of the socio-economic disparities within the city. In addition to providing care to unhoused patients in the hospital, the unit council chose to directly address the disparities between the housed and unhoused communities of San Francisco.



Beginning in 2019, unit council chairs Jennifer Dash, RN and Tracy Massillon, RN created and spearheaded an initiative called Supporting the Unhoused whose mission is to support the dignity of unhoused community members by collecting

and distributing weather gear and toiletries for the needy and unhoused in their city of San Francisco. Providing basic necessities to the unhoused in San Francisco supports the city's Department of Homelessness and Supportive Housing's 2023 - 2028 Strategic Plan (Department of Homelessness and Supportive Housing, 2023) the 2022 Supporting the Unhoused drive began in November. Dash and Massillon created and socialized flyers to publicize the donation requests from hospital staff, and they distributed bins in centralized locations for collection from November 2022 - February 2023.

They collected blankets, gloves, hats, socks, toiletries, feminine hygiene products, hand sanitizers, snacks, toys, and bottles of water to provide basic comfort and warmth, to help restore the dignity of the people they serve. During the February 15, 2023 unit council meeting day, Dash and Massillon led the other unit council nurses in organizing and creating individualized bags containing clothes, toiletries, and snacks. Joined by Brenda Jones, DNP, the Maternal Child Health Director, Dash and Massillon led the unit council in distributing bags to unhoused and those in need that were living outside in the Civic Center neighborhood in San Francisco.

## Structural Empowerment

The DAISY award™ recognizes nurses for the extraordinary and compassionate nursing care they provide to our patients. Congratulations to our 2023 DAISY award™ recipients.

### 2023 DAISY Award Recipients:

Bonnie Burns, RN  
Tomomi Sherrick, RN  
Heather Beswick, RN  
Chona Raagas, RN  
Elizabeth M Ramirez, RN  
Maria Fong, RN  
Katrina Cabalfin, RN  
Aeran Cho, RN  
Erin Kintzel and John Marchant, RN  
Jorrane Martins Moreno, RN  
Jeff Yao, RN  
Brooks Walker, RN

### 2023 NCAL Extraordinary Nurse Award Winner

**Michelle Kostick**, BSN, RN, SNIII  
Operating Room  
San Francisco Medical Center

Michelle is an outstanding operating room nurse and amazing at everything she does, team members say. She helps open the room before surgeries and makes sure everything is in order in addition to checking in the patient and charting. Michelle greets colleagues with a smile, and when things are challenging, she speaks in a soft, soothing voice. Surgeons know if Michelle is in the room, everything is going to run smoothly. As one colleague said, the operating room is the heart of the hospital, and Michelle is an angel who keeps it beating.

### KAISER PERMANENTE SAN FRANCISCO MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

**61%** BSN prepared  
as of Dec. 2023

**13%** ANCC certified  
as of Dec. 2023

## KP NCAL Nurse Leader Mentoring Program

Kaiser Permanente offers nurses the opportunity to focus on professional development through a mentor/mentee program. The spring 2023 cohort had 34 Mentors and 35 Mentees. Of these participants, 3 were from San Francisco!

**Tonya Hartman**, BSN, RN, Staff RN II (Mentee)

**Ruth Monslaud**, BSN, RN Nurse Manager (Mentee)

**Katy Kennedy**, MSN, RN, RN-BC, NE-BC Nursing Professional Development Director (Mentor)

A special kudos to our in-house mentor/mentee relationship between our NICU/ Pediatric Nurse Manager **Candace Archuleta**, MSN, MBA, RN (Mentee) and our CNE Bridget Williams, DNP, MSN, RN, NEA-BC (Mentor).

## Clinical Ladder

Kaiser Permanente San Francisco supports the advancement of our nurses through the clinical ladder through the Facility Selection Committee. The "clinical ladder" is a grading structure that enables career progression and associated differentiation recognition and career advancement opportunities for those nurses who have excelled in clinical practice, leadership, and professionalism by defining different levels of clinical practice based on the provision of direct care in their area of clinical specialty.

The Facility Selection Committee created a sustainable program to support and honor professional nurses through the data collection process by mentoring. Our local Facility Selection Committee fully supported our mentorship program by reviewing binders and providing guidance to obtain a successful review of materials.

## Clinical Ladder award recipients for 2023

### Staff Nurse III

Adeline Mulimine, RN, SN III

Analyn Caranay, RN, SN III

Cindy Wang, RN, SN III

Fregile Jose, RN, SN III

Gunel Azimova, RN, SN III

Jimmy Sun, RN, SN III

Jo Ann Laureano, RN, SN III

Kim Mariano, RN, SN III

Kristine Samala, RN, SN III

Mabelba Ogudele, RN, SN III

Mary Grace Samala, RN, SN III

Neng Chin Uy, RN, SN III

Patricia Hageny, RN, SN III

Paulino Cepeda, RN, SN III

Rhian Ramos, RN, SN III

Sandy Zhu, RN, SN III

Linda Haggerty, RN, SN III

Kathleen Genito-Tamaray, RN, SN III

Katrina Cabalfin, RN, SN III

Jaquelyn Bencito, RN, SN III

Clarissa Aguinaldo, RN, SN III

Deborah Chew, RN, SN III

Robin Balino, RN, SN III

Eden Alfinda, RN, SN III

Janny Lee, RN, SN III

Khadija Shahab, RN, SN III

Katherine Barger, RN, SN III

Xuan Wong, RN, SN III

Mark Nilchian, RN, SN III

Valerie Paras, RN, SN III

Kylie Page, RN, SN III

Elisa Kang, RN, SN III

Natalie Chen, RN, SN III

Michael Macaraig, RN, SN III

Lesley Ganger, RN, SN III

Cedric Escay, RN, SN III

Lesley Peters, RN, SN III

Natasha Valle, RN, SN III

Kristaleen Sison, RN, SN III

Grace Cordova, RN, SN III

Maire Liz Pasion, RN, SN III

Teresa Maushardt, RN, SN III

Rey Berondo, RN, SN III

Mary Jane McPherson, RN, SN III

Jemeica Geronimo, RN, SN III

Colette Christner, RN, SN III

### Staff Nurse IV

Amore Puna Arcilla, RN, SN IV

Lady Rainsard, RN, SN IV

Kimberly Donegan, RN, SN IV

Cheri Sabella, RN, SN IV

Trang Q Contreras, RN, SN IV

Cristina Lacson, RN, SN IV

Maria Ramiscal, RN, SN IV

Michelle Kostick, RN, SN IV

Antoinette Mendence, RN, SN IV

Vincent Flores, RN, SN IV

Lena Ngow, RN, SN IV

Lavonne Harvey, RN, SN IV

Sprague Terplan, RN, SN IV

Ivy Sparks, RN, SN IV

Heidi Lau, RN, SN IV

Deborah Quinto, RN, SN IV

Yvette Brazil, RN, SN IV

Edraline Smith, RN, SN IV

Bindhu Thomas, RN, SN IV

Anila Abraham, RN, SN IV

Danielle Aries, RN, SN IV

Jefferey Gieseking, RN, SN IV

## Nursing degree information

Kaiser Permanente offers nurses the opportunity to advance their degree and become certified via the Nurse Scholars Academy created to advance professional nursing, streamline the integration of best practices, and nurture future leaders at all levels of the organization.

### Nursing Degree recipients in 2023

Natalie Chen, RN, BSN

Rhian Ramos, RN, BSN

Sandy Lee, RN, BSN

Casey "Ryan" Mason, RN, MSN

### Leadership Development Middle Management Institute

Ruth Monsalud, RN, BSN

### Nurse Residency Programs

Our Nurse Residency program is centered around our Nursing Professional Practice Model and includes leadership, organizational enculturation, practice-based learning, nursing professional development support, quality outcomes, and evidence-based practice.

Nurse residents participate in an orientation (didactic, hands-on skills, simulation, and virtual), working with Kaiser Permanente nurse preceptors to transition to independent practice. This is followed by a 12-month transition to independent practice that includes an EBP change-in-practice project. We are proud to say that all of the residency graduates in 2023 are still working here at KP San Francisco! A big kudos to our preceptors, and graduates!

## Nurse Residency Graduates in 2023

### Cohort 5

Evelyn Yu

Hiromi Roy

Jennifer Devlin

Jorrane Martins Moreno

Lavine Razeghi

Mary Ann Walsh

Perla Dean

Raquel Sanchez

Sergey Semenov

Tiffany Jiang

Travis Li

### Cohort 6

Andrea Hyde

Christian Hall

Jaime San Felippo

Judith Belen

Leonora Shelby Rivera

Meara Matthews

Nicole Chiu

Rose Mardanzai

Savannah Boyd

Stephanie Lo

### Cohort 7

Charleah Kobuke

Negin Zahedikia

Sally Li

Amy Lee Ping Sun

Jack ZiHeng Li

Consuela Umbay

Jessica Maynard

Kyungeun Jung

Lydia Agacanian

Hanley Tran

Ilda Villahermosa Chua

James Gilmore

Rachael Fernandez

### Nurse Fellowship

Our Nurse Fellowship programs are designed to develop the experienced nurse in one area of practice, to become competent in a specialty area. Each of these programs include didactic, hands-on skills, simulation, and virtual learning and offer the participants leadership skills, practice-based learning, support for professional nursing development, quality outcomes, and evidence-based practice.

In 2023, we completed 2 fellowship programs:

#### Critical Care fellowship in 2022

Benjamin Mauk, RN

Monica Tsai, RN

Annie Tran Lam, RN

William Sun, RN

#### Operating Room fellowship in 2023

Hardeep Aulakh, RN

## Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

### Foundations of Evidence-Based Practice Workshop

Jenny Aguião

Brian Gutierrez

Cassie Yip

Katy Kennedy

Elisa Kang

Deirdre Jasper

Elizabeth Ramirez

Lavonne Harvey

Junia Bote

Annabelle Bosch

Michelle Johnson

Tonya Hartman

Mimi Nguyen

Heidi Lau

### Middle Management Institute – Nurse Managers

Ruth Monsalud

## Exemplary Professional Practice

### Leading Care Experience with Team Development

Going into 2023, in addition to Summary Star, the focus transitioned to HCAHPS Likelihood to Recommend. This approach aligned to the regional focus on member retention and understanding key drivers that influence our member's Health plan and health care decision making. 2023 prioritized leadership engagement and visibility through a) executive leadership rounding and b) investment in nursing and care experience committee governance structures, i.e., Exceptional Care Experience (ECX) governance sub-committee, a partnership between TPMG and KFH. In 2023, the ECX sub-committee focused on formalizing listening sessions for all levels of staff and teams. This enabled leadership to learn from staff and collaborate to create pathways for emotional well-being support and response. The enhanced executive leadership rounding program was born from the listening sessions. It is designed and executed based on unit-specific teams, identified as PODS. These PODS function to increase accountability and visibility of leadership modeling of a speak up culture while reinforcing, celebration of wins and escalation of barriers. Enhancements for both our governance structures and leadership presence create and strengthen a collaborative caring organizational culture.

Other key interventions in 2023 included the following listed below.

- Key Driver Department Focus: Key driver analysis based on patient and unit level data to identify statistical key drivers that would strongly influence Likelihood to Recommend at unit level for 2024.
- Voice of Nursing: Maturation of our Magnet journey through our nursing governance council and emergence of Caring Science with Care Experience as a key priority focus and as a core council.
- Investing in onboarding: Development of PCS leader orientation program as a pilot for deployment for 2024 as a formal onboarding program.
- Cleanliness: HRO daily tracking and huddles, local focus on room refresh initiative as a sustainment focus. Environment of care leadership rounding program was implemented for 2023 a key care experience leadership initiative.
- San Francisco Care Experience Strategy: 2023-2024 formal Care Experience Strategy to focus on wellness and recognition, training and development, data management systems and growth and retention.
- MCH Well-Being Strategy: 3-year formal MCH Well-Being to focus on emotional connection, skill building and integration of wellness practices into daily workflows to support workforce culture.

HCAHPS improvements for 2023 include the following composite domains: Care Transition, Doctor Communication, Nurse Communication, Responsiveness of Hospital Staff, by a range of +.4% to +1.9% change.



## Clinical Library is a tool for all to use.

Kaiser Permanente librarians are available to assist with nursing research and questions about the Clinical Library and including obtaining articles not readily available.

## Nurses are provided dedicated time to participate and conduct approved EBP projects.

Are you interested in doing an EBP project or nursing research? Presenting or poster presentation for a conference? Contact one of San Francisco's EBP mentors:

**Colette Jappy**, DNP, RN, CNS, ACCNS-AG  
colette.jappy@kp.org

**Katy Kennedy**  
katy.kennedy@kp.org

## Presentations to External audiences

**"Team up to get moving: a quality improvement project to support acute care RNs mobilize older adults"** presentation by Colette Jappy, DNP, RN, CNS, ACCNS-AG at KP National Nursing Conference

## Poster Presentations to External audiences:

**"KP CARES: A Qualitative Study to Determine the Impact of COVID-19 on Nurses' Ability for Self-Care"** poster at KP National Nursing Conference Colette Jappy, DNP, RN, CNS, ACCNS-AG, Kathryn Kennedy, MSN, RN, PHN, RN-BC, NE-BC

**"San Francisco Kaiser C-Section SSI Reduction Performance Improvement Project"** poster at KP National Nursing Conference Paula Doran Shelley, Maya Denny, Marva Charles, Keith Hering, Rachel Racker, Cheri Sabella, Yolanda Castaneda-Futol, Katherine Zweber, Bernadette Farrell, Brooklynn Aiello, JoAnn Johnson, Brenda Jones, Celeste Prothro, Bridget Williams

**"Reducing CLABSI Prevalence by Standardizing IV Tubing Management Using Color Coded IV Labels"** poster at KP National Nursing Conference. Kathleen Genito-Tamaray, RN, MSN, CCRN, CMC, CSC; Shanna Lalchandani, MSN, RN, Elizabeth Ramirez, RN, CCRN Christina Mangyao, MSN, MBA, RN, Jeannine Bernstein, RN, CCRN, DNPC Paula Doran Shelley, RN, MBA; Adriel Macalintal, RN; Sarah Evans, RN, MSN, Critical Care Department

## Nursing Research conducted in 2023-2024:

**Kaiser Permanente Caring Attributes of Resilience to Stress 2.0 (KP CARES 2.0)**, Malia La Vallee, DNP, RN, PHN, CCRN, CHSE, Regional Adult Services Clinical Practice Consultant, Principal Investigator; Michelle Camicia, PhD, RN, CCM, NEA-BC, FAHA, FARN, FAAN, RN, Director Vallejo Rehab, Research Mentor; Peggy Kalowes, PhD, RN, CNS, FAHA, Research Consultant; Colette Jappy, DNP, RN, CNS, ACCNS-AG, Geriatric Clinical Nurse Specialist, Site Co-Investigator; Kathryn Kennedy, MSN, RN, PHN, RN-BC, NE-BC, Nursing Professional Development Director, Site Co-Investigator.

- Phase 1: Quantitative (Pre/Post Survey - Caring Science Series experiential learning course)
- Phase 2: Qualitative (Focus groups)

**Study Aim 1:** Evaluate effectiveness of providing an experiential education program based on Jean Watson's Human Caring Theory / 10 Caritas Processes and Belong at KP pre-compared to post- and repeated measures at 6 months.

**Study Aim 2:** Explore if and how participants applied the principles of Caring Science, HeartMath® and Equity, Inclusion, and Diversity into their professional and personal lives and the associated impact 1) at the end to the program and 2) 6 months post-program.

**Study Aim 3:** Identify if and how the survey results and interviews validate each of the respective results.